



COLUMBIA POLICE DEPARTMENT

2015–2019 STRATEGIC PLAN



We Are Columbia



Run. Grow. Transform.



MESSAGE FROM THE CHIEF

I am pleased to present the Columbia Police Department's 2015-2019 Strategic Plan. This document articulates a framework through which the Department will address operational and organizational changes to meet the growing needs of the City of Columbia. While it is a living document, one that will be reviewed and modified as we move forward, it also provides us with strategic direction and focus on short and long term goals.

This Strategic Plan, our road map to the future, was developed with the input and assistance of many people, including officers and civilian employees of the Columbia Police Department, as well as members of city government. In addition, the feedback we have gleaned from Columbia residents during many neighborhood and business forums has helped shape our focus and ensure that the lines of communication remain open to constructive feedback and modifications in the coming years.

Included you will find guiding principles expressed as our Mission and Vision Statements, as well as a list of our Core Values, which serve as our call to action. Principal among these is our commitment to community based strategies to reduce crime, enhance public safety and strengthen relationships between police and the citizens we protect.

Policing in the 21st century brings many significant challenges, but with every significant challenge comes an equally significant opportunity. By working in partnership, I am confident we will realize our goals.

Respectfully,

William H. "Skip" Holbrook
Chief of Police



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DEPARTMENT STATISTICS

Sworn Officers | 410

Civilian Employees | 93

Annual Budget | \$35,586,553

COLUMBIA POPULATION

Residents | 133,358*

Daytime Population | 205,764*

*According to 2010 Census Report

SCOPE OF JURISDICTION

SC State Capital | center for state government

Land Area | 130.1 square miles

Water Area | 7.3 square miles

MSA | 793,779

Three (3) Rivers | Saluda • Broad • Congaree



"You have to know where you are going if you ever want to get there."

Chief W. H. "Skip" Holbrook | Columbia Police Department

INTRODUCTION

The Columbia Police Department's 2015-2019 Strategic Plan sets forth our direction for the next five (5) years. Included in the Plan is a discussion of some of the challenges and opportunities currently before us. Our goals are focused on four key areas:

- 1 STAFFING AND FACILITIES
- 2 PROFESSIONAL DEVELOPMENT
- 3 POLICING
- 4 EQUIPMENT AND TECHNOLOGY

The goals and strategies outlined herein will provide the direction and support for the necessary growth and advancement of the Columbia Police Department. While we have recently implemented a few of the outlined strategies, others are slated to begin in the near future. As our capacity increases over the next five years, we expect to implement the remaining strategies in partnership with the City of Columbia and our community stakeholders.

The Plan also includes a number of performance measures which will help us track our achievements during implementation. While setting and monitoring these performance measures is an important part of the process, the Columbia Police Department's performance will ultimately be measured by the community's assessment of the quality of our police service, to include the perception of crime and effectiveness of our policing strategies. How well the Department fulfills its mission and holds true to its values will be an equally important performance indicator.

Our Strategic Plan is a flexible, working document and modifications will be made as needed, depending upon the changing needs of the community and availability of resources. Community policing will always serve as the foundation of our policing strategies. The integration of the community policing philosophy will go well beyond a single program or a unit of officers. It will ultimately be woven into every aspect of our policing services, guiding our efforts to build and maintain trust and confidence between our Department, the citizens we protect and the communities we serve.

The implementation of this Plan will foster a culture of excellence that ultimately transforms the Columbia Police Department. We look forward to working in partnership with all of our community stakeholders to create a safer Columbia.



MISSION, VISION AND CORE VALUES

MISSION STATEMENT

The Columbia Police Department will provide professional and ethical service in protection of our citizens while preventing crime and reducing the fear of crime through problem solving partnerships.

We will accomplish our mission by:

- ▶ Solving crimes
- ▶ Meeting the expectations of our community
- ▶ Building and maintaining public trust
- ▶ Reducing victimization
- ▶ Demonstrating fiscal responsibility
- ▶ Upholding the constitutional rights of our citizens
- ▶ Enforcing the law with integrity, fairness and compassion

VISION STATEMENT

Through our steadfast commitment to policing excellence, the Columbia Police Department will be transformed to exhibit the innovation, engagement and professionalism of an exceptional organization whose workforce truly reflects the values and diversity of the City of Columbia.



CORE VALUES

PROFESSIONALISM: We will conduct ourselves in a manner that is consistent with the law enforcement code of conduct, national law enforcement standards, best practices and the expectations of our community.

INTEGRITY: Our commitment to the highest standards of honesty and ethical conduct will be evidenced by our accountability to each other and the citizens we serve. Integrity is the foundation of trust internally and externally, and it is pursuant to this foundation that we will perform our duties to protect and serve the citizens of the City of Columbia.

DIVERSITY: We will acknowledge and promote the acceptance, inclusion and professional contributions of all, and our recruitment, hiring, retention, training and development practices will reflect a strong commitment to diversity and the diverse populations we serve.

SERVICE ORIENTATION: We will improve the quality of life of those we serve by reducing fear, engaging the community and enhancing public safety.

FAIRNESS: We are committed to the fair and equitable treatment of all citizens as fundamental to the delivery of professional police service.

COURAGE: We will remain physically and morally courageous in all our duties.

COLLABORATION: We believe that cooperation and teamwork will enable us to combine our diverse backgrounds, skills and styles with the capacities of others to achieve common goals.

COMMUNICATION: Effective and open communication at all levels is the cornerstone of a progressive organization. We value honest and constructive discussions of ideas, suggestions and practices that help accomplish the goals of our Department and the communities it serves.

POLICING IN THE 21ST CENTURY CHALLENGES AND OPPORTUNITIES

City Growth Leads to Increased Demands for Police Services

The next few years will be pivotal for the Columbia Police Department as the City of Columbia continues to experience unprecedented growth. As the sentinel of the city, it is essential for the police department to keep pace with this growth to ensure that we continue to meet the public safety needs of our community.

During the last three years, over 50 parcels of land have been annexed in the city, and approximately one billion dollars in development is already underway or proposed in the near future. Impending development includes a minor league baseball stadium which will be



"A strong emphasis on recruitment and retention is tantamount to the future growth, development and overall efficiency of the Columbia Police Department. A fully staffed, well-trained public safety work force is vital to the quality of life in our city. As we work to build Columbia, we must also continue the work of maintaining a strong law enforcement presence in the community."

Teresa Wilson | Columbia City Manager

surrounded by numerous new retailers, restaurants and business offices. In addition, the evolving Entertainment District continues to offer more urban living, restaurants, nightlife and hotels.

The University of South Carolina's student population has grown to approximately 32,000. Subsequently, the off campus student housing boom continues with an estimated 5,000 beds in private developments projected to open in the next several years. The University of South Carolina's infrastructure continues to expand with projects to build student housing, a new law school and the Innovista project.

This surge in economic and community development will alter the demographics of the community and create additional demands and expectations of the police department.

Currently, the Columbia Police Department's full complement of sworn officers stands at 410, however, over the last few years the Department has continued to lose officers who retire or are lured to other departments that offer higher salaries. Presently, the Columbia Police Department has 45 vacancies, including 15 promotional positions. Low starting salaries for new officer hires have significantly challenged our recruitment and retention efforts. By working in partnership with city officials, the Columbia Police Department was recently able to offer a seven percent pay increase, as well as other pay incentives. Moving forward, it will be critical to sustain these pay incentives in order to build and retain the diverse and professional workforce the City of Columbia expects and deserves. Although the ten percent vacancy rate presents a challenge, it provides us with an opportunity to hire future leaders, develop professionals that meet the demands of policing in the 21st Century, and build a workforce that reflects the diversity and talent of the city that we protect and serve.

Key strategies for achieving and maintaining an adequately staffed department include:

- Enhancing the organization through the recruitment and retention of qualified, diverse employees who represent our professional standards;
- Sustaining recruitment and retention initiatives to include a 7% pay raise, signing bonuses for newly hired qualified and certified officers, as well as officers living within Columbia city limits; providing more opportunity for participation in the employee home loan program; and,
- Developing a diverse workforce that is more reflective of the community it serves.

Modernization and Growth Necessitate Infrastructure Expansion

In the coming years, it will be necessary to expand the infrastructure of the Columbia Police Department to accommodate newly implemented technologies and equipment. We must address the proper storage of evidence, particularly with the passage of the Evidence Retention Act, which requires that evidence be held for the entire period of a defendant's incarceration. A significant portion of evidence is classified as bio-hazardous, which presents a health-risk for employees. Additionally, the forensic processing of vehicles and other seized evidence should be done in a dedicated, secure environment. Both the processing of evidence and its storage are critical to successful prosecutions, and inadequate facilities increase the risk of error. Finally, the use of lethal force is the most important decision an officer may face, and the effective use of lethal force, once deployed, is a vital officer safety issue. Adequate training regarding the decision to use, and the effective use of firearms is a critical need for any law enforcement agency. The lack of flexible access to a dedicated CPD firing range limits the firearms training options that are available to our officers. The construction of an indoor/ outdoor firing range, as well as obtaining a firearms training simulator, are necessary to improve proficiencies and decision making.

Key proposed infrastructure enhancements include:

- Acquisition and build out of needed additional workspace, as well as adequate equipment and evidence storage facilities;
- Construction of an indoor/outdoor firing range; and,
- Partnerships with city officials to develop a multi-year capital improvement plan to repair or replace aging facilities, including police department headquarters.

Organizational Transformation, Accountability & Transparency

To accomplish our mission, we must have the trust and confidence of the citizens we serve. To that end, we will employ many initiatives to further build and maintain public trust and confidence. These initiatives will improve our ability to be more accountable, transparent and self-monitoring.

Some of the initiatives highlighted in our strategic plan include:

- Establishing a Discipline Review Board to review completed internal investigations of complaints against CPD officers;
- Creating an Accident Review Board to review motor vehicle accidents involving police department vehicles;
- Publishing an Annual Internal Affairs Report to provide citizens with an overview of police department internal affairs activities, along with supporting data and information;
- Developing an annual CPD report to provide citizens with an overview of police operations; and,
- Enhancing processes to more effectively track and report information related to officer-involved shootings.



Community Policing – Refocusing on Community Needs and Relationships

The Columbia Police Department is committed to providing police services through community based strategies. Recent events around the country have underscored the need for strong, collaborative partnerships between police departments and the communities they serve. Our strategic plan serves to reinforce the tenets of community policing: community partnerships, using problem solving to address crime systematically, and organizational transformation of the police department and its employees to enhance the effectiveness of these efforts.

In the preceding months, we have attended and participated in many community forums. During those community events, we have heard residents express common themes across the city. For instance, many residents want gun violence reduced, police presence increased, long-term officer assignments in their neighborhoods, and for our Department to address crime and quality of life issues in a timely and responsive manner. Many of the strategies outlined here were developed in response to those concerns.

Key community policing strategies include:

- Making long-term assignments of police officers in city neighborhoods to further facilitate police-community relationships;
- Realigning regional boundaries to correspond with city growth;
- Creating additional patrol zones to provide uniform coverage and increased officer presence in areas of need;
- Utilizing code enforcement initiatives to mitigate environmental causes of crime and disorder;
- Building and cultivating relationships with community stakeholders to identify public safety needs and develop problem solving strategies; and,
- Expanding the use of evidenced based and data driven strategies, such as Crime Prevention Through Environmental Design (CPTED), to prevent and reduce crime.



The Nature and Extent of Crime in the City of Columbia

The charts provided below illustrate recent crime trends in Columbia. As seen in Figure 1, violent crime numbers have continued to decline since 2012. To further the Columbia Police Department's efforts to proactively address crime in the city, it is important to have a thorough understanding of what crimes are occurring, as well as when and where they are most likely to occur. Such information will help guide the implementation of community based strategies to prevent and reduce further criminal activity.

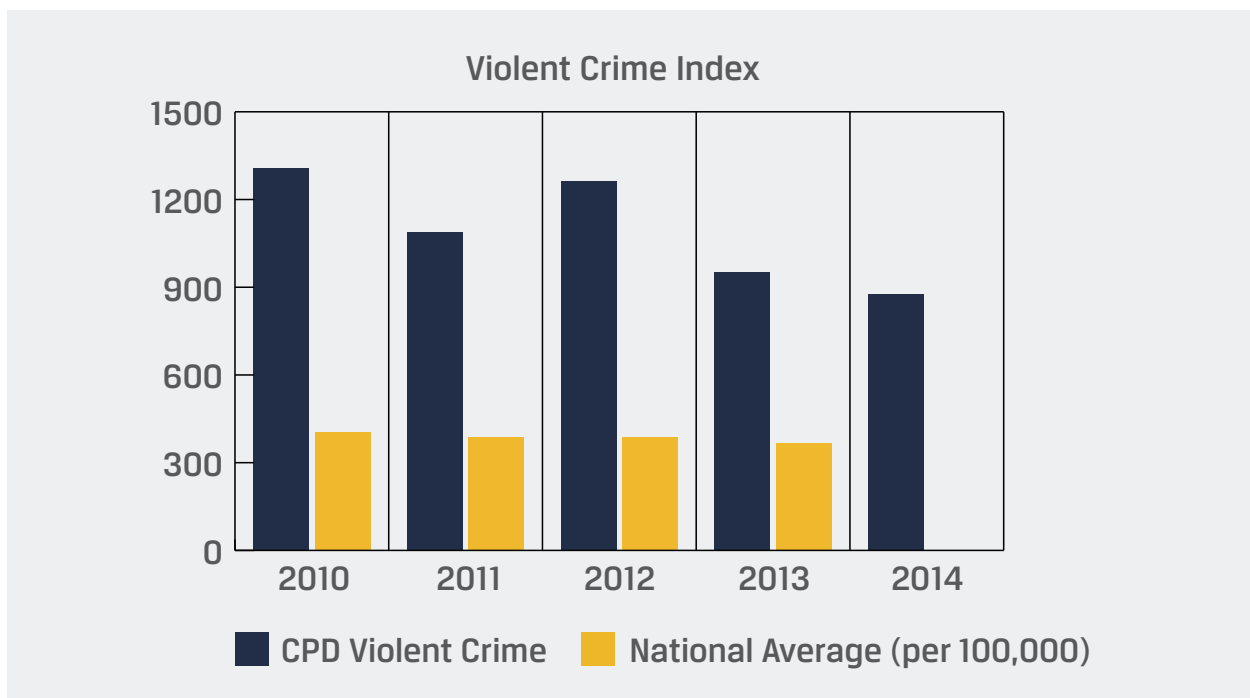


FIGURE 1: Violent crimes by year (violent crimes include murder and negligent manslaughter, rape, aggravated assault and robbery)

DATA SOURCES: CPD – 2014 (preliminary); FBI Uniform Crime Reporting (UCR) Program - 2013, 2010; SLED – 2012, 2011

Analysis of the violent crime that occurred in Columbia in 2014 reveals that 52% of those crimes took place between 8:00pm and 3:00am (Figure 2).

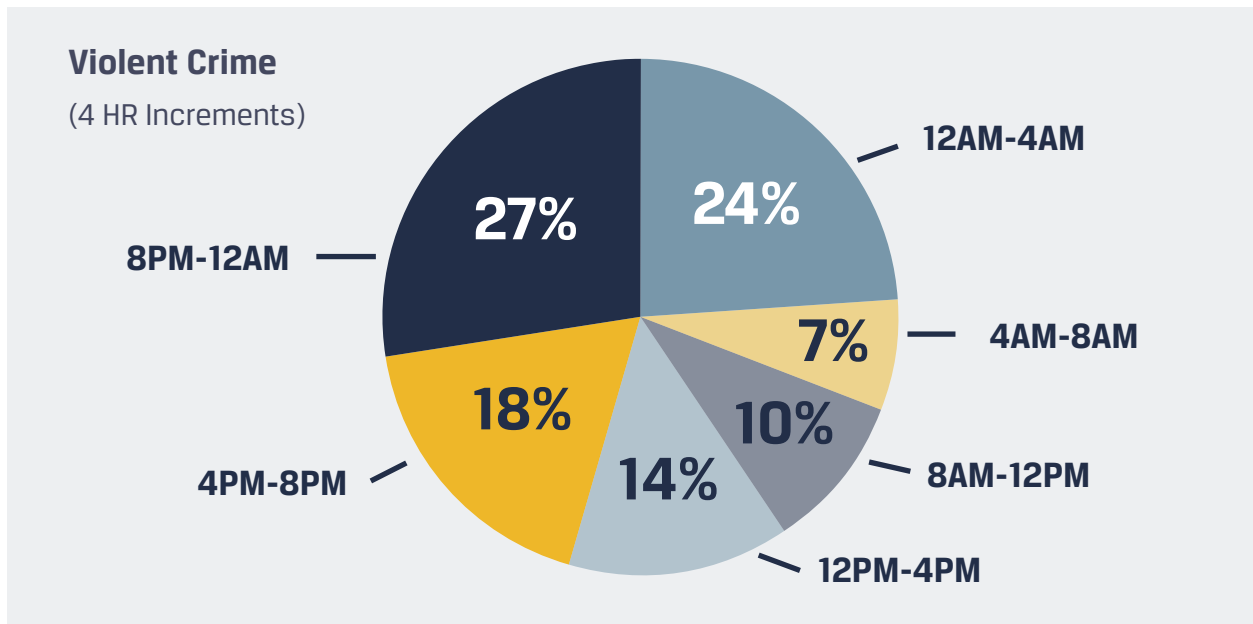


FIGURE 2: Time of Day for 2014 Violent Crimes **DATA SOURCE:** CPD

Guns were used in seven (7) of the City's nine (9) homicides in 2014.

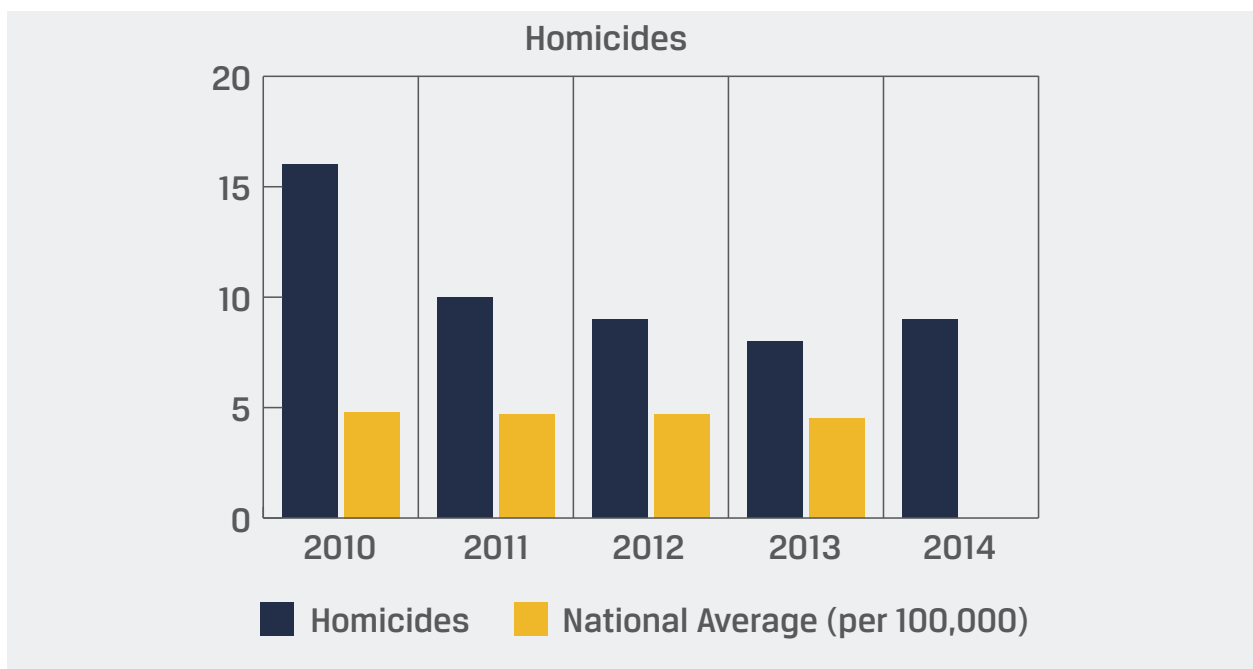


FIGURE 2: Homicides by Year

DATA SOURCES: CPD – 2014 (preliminary); FBI Uniform Crime Reporting (UCR) Program – 2013, 2010; SLED – 2012, 2011

Last year, the Columbia Police Department received 1,458 calls to report shots fired in the area (Figure 4) of which there were 118 confirmed victims shot.

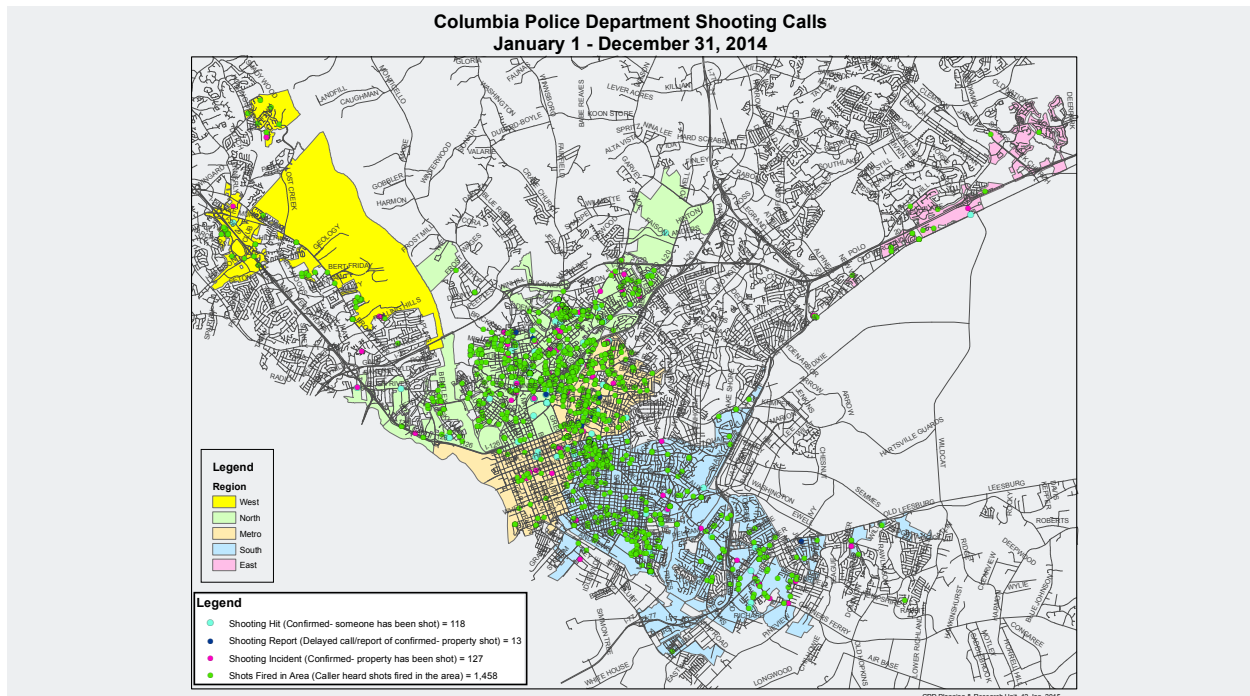


FIGURE 4: Location of Shots Fired in Area Calls in 2014 **DATA SOURCE:** CPD

The majority of the 118 confirmed shootings occurred in the North Region (Figure 5).

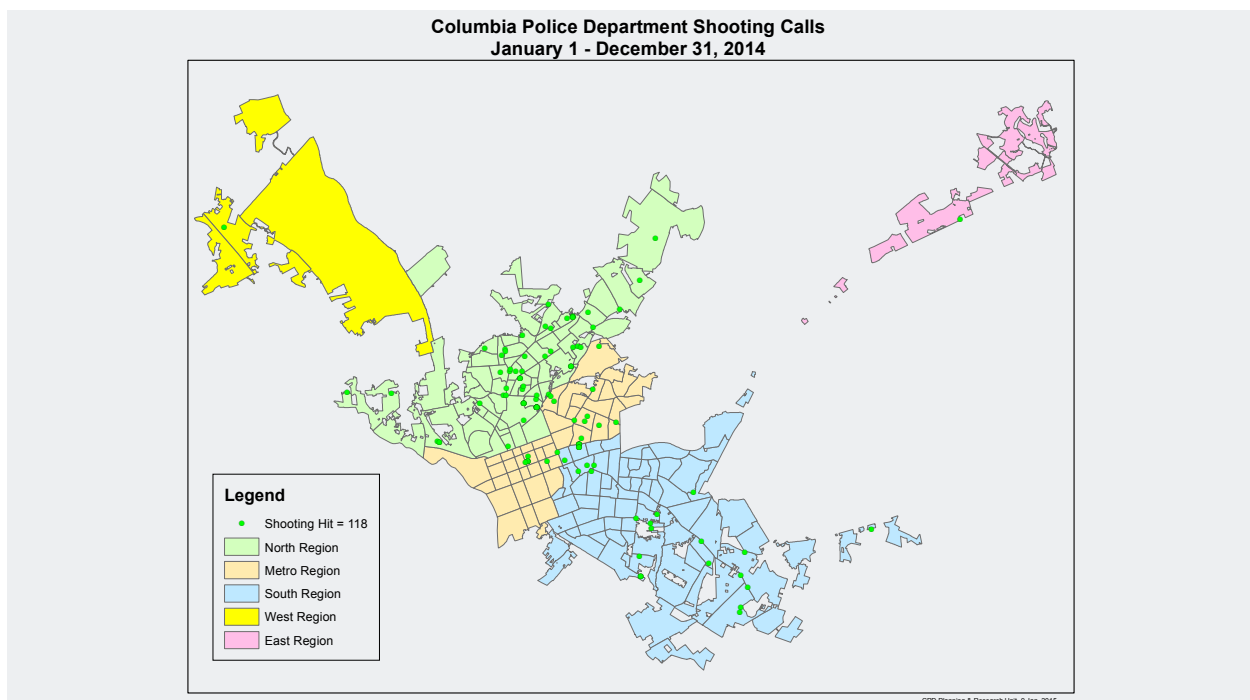


FIGURE 4: Location of the 118 Confirmed Shootings in 2014 **DATA SOURCE:** CPD

Columbia Police Officers removed 426 guns from the City's streets in 2014 (Figure 6).

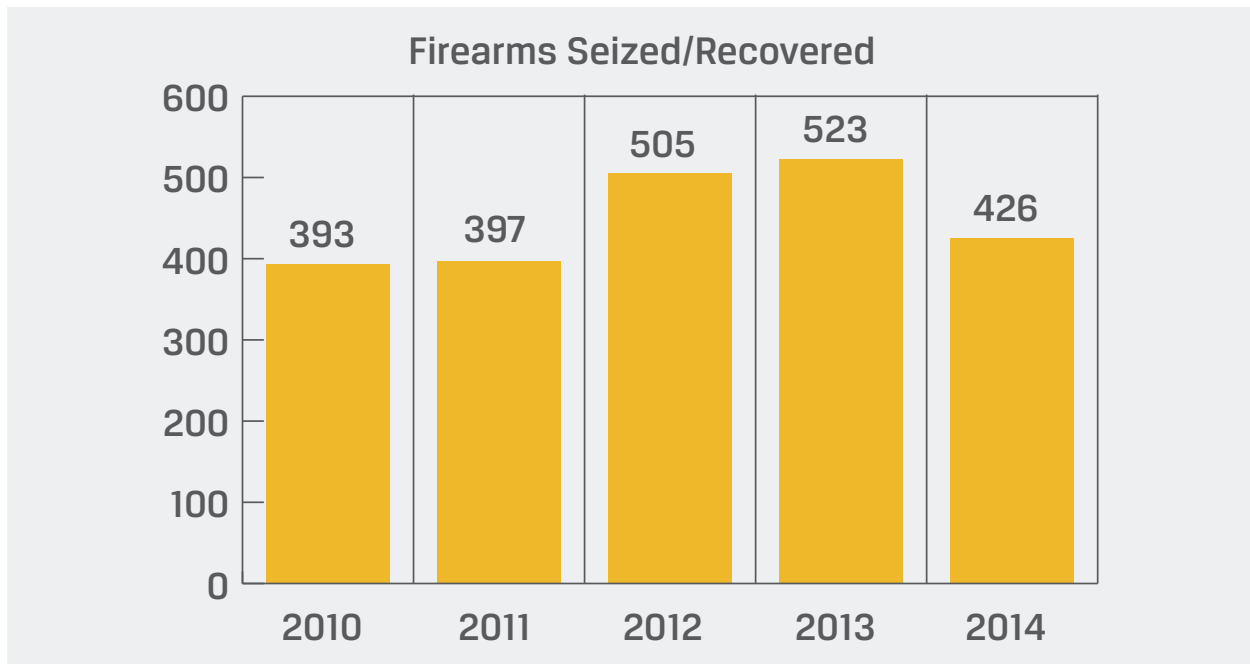


FIGURE 6: Firearms Seized/Recovered by Year **DATA SOURCE:** CPD

The number of aggravated assaults in Columbia has steadily declined since 2012 (Figure 7).

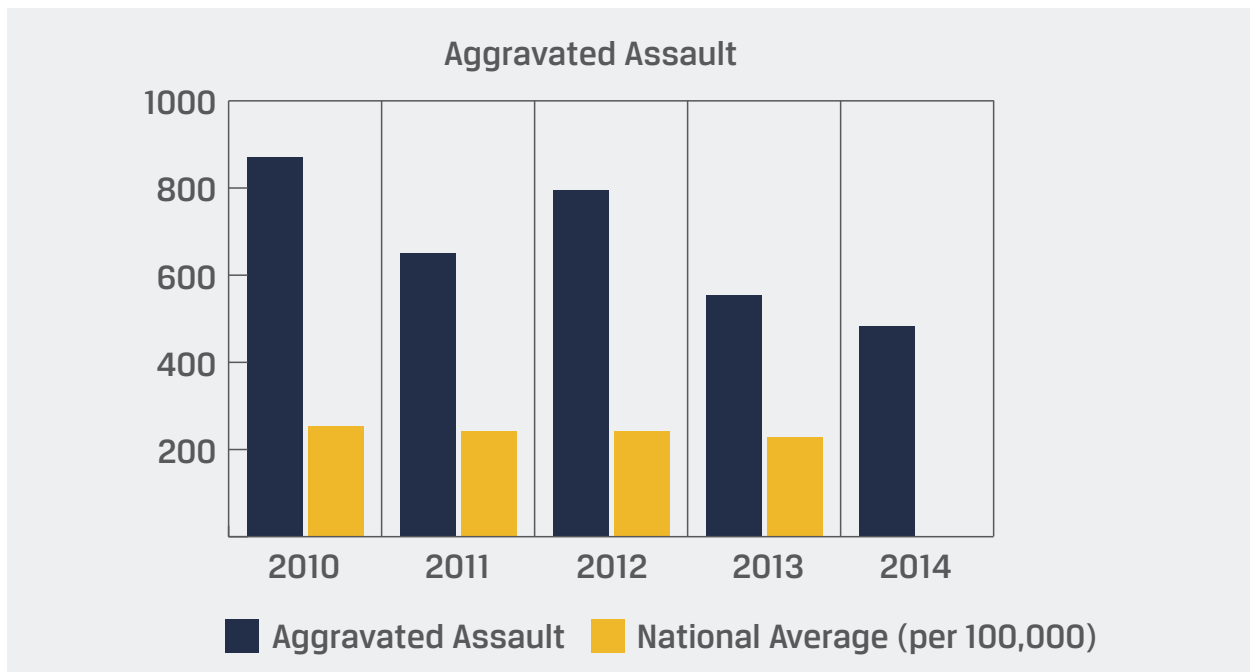


FIGURE 7: Firearms Seized/Recovered by Year

DATA SOURCE: CPD – 2014 (preliminary); FBI Uniform Crime Reporting (UCR) Program -- 2013, 2010; SLED – 2012, 2011

Of the 483 aggravated assaults reported in 2014, approximately 30% involved a firearm. The number of aggravated assaults involving a firearm has decreased by nearly 18% since 2012 (Figure 8).

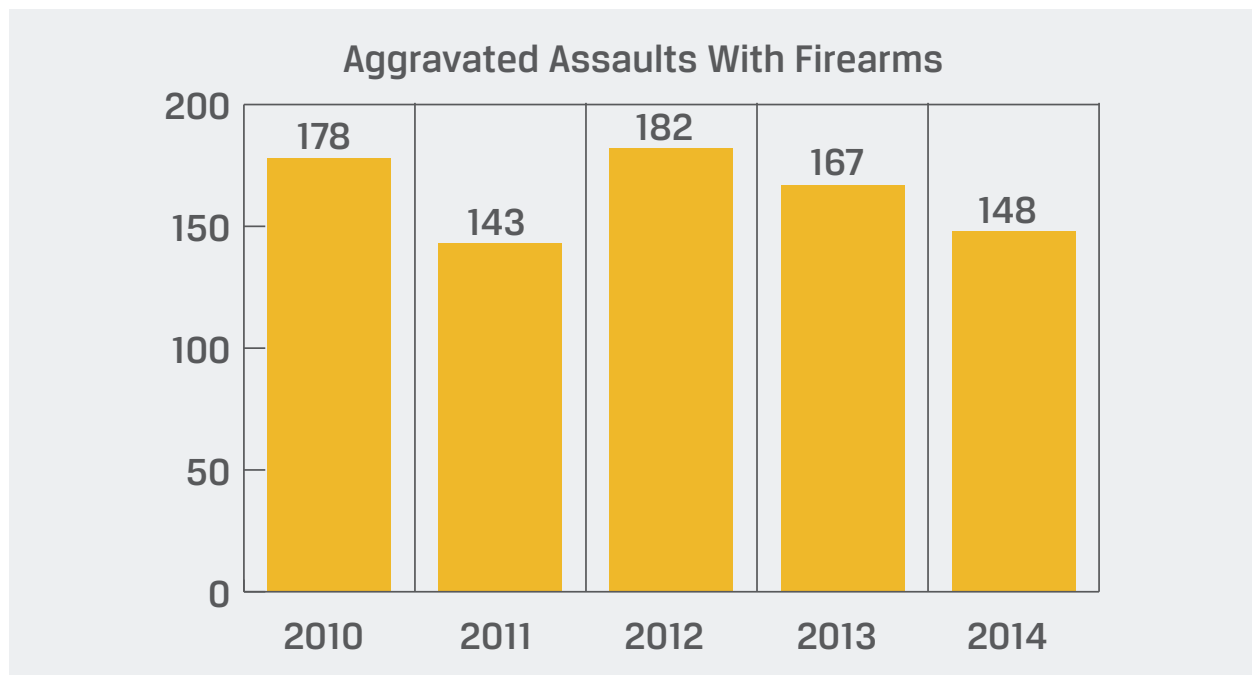


FIGURE 8: Aggravated Assaults Involving Firearms

DATA SOURCE: CPD

Key strategies to address violent crime in Columbia include:

- Identifying hot spots within the city as well as chronic repeat offenders;
- Using saturation patrols and officer presence to deter crime and enhance public safety;
- Conducting crime analysis to determine types of offenses that disproportionately impact overall city crime rates;
- Identifying trends in dates and times of occurrences;
- Working with the South Carolina Departments of Juvenile Justice (DJJ), and Probation, Parole and Pardon Services (DPPPS), to monitor and track offenders living in our communities; and,
- Employing predictive policing methods and focused deterrence strategies (also referred to as "pulling levers," problem-oriented policing strategies that follow the core principles of deterrence theory. These strategies target specific criminal behavior (ex. gun crimes) committed by a small number of chronic offenders (gang members) who are vulnerable to sanctions and punishment).

New Technologies

New technologies are bringing fundamental changes to policing and can serve as valuable tools in delivering efficient and effective police services. Advances in technology can also enhance the safety of our citizens and officers, and further our efforts to improve accountability and transparency. Acquiring and implementing these technologies will require additional resources for training, operation, maintenance and storage.

Key technology-related enhancements include:

- Expanding surveillance camera network throughout the city;
- Purchasing and equipping officers with body-worn cameras, necessary for full implementation of the program, and training officers in proper use;
- Establishing Department policies concerning new technologies (i.e. surveillance camera network and officer body-worn cameras);
- Purchasing a firearms training simulator to improve tactics, decision making, threat recognition and improvements to overall shoot – don't shoot outcomes; and,
- Developing and implementing a plan to enhance the Department's information technology systems.



GOALS AND STRATEGIES

STAFFING AND FACILITIES

Due to growth in the City of Columbia and increased demands for police services, it is necessary for the Columbia Police Department to plan for growth in staffing and facilities. Aging facilities and outdated equipment and technology also hamper the Columbia Police Department's ability to protect the community and leads to low morale of Department employees.

66

"We're going to have increased focus on accountability. We want to make it clear that Columbia is in the vanguard of what it means to build a world-class police department."

Mayor Steve Benjamin | City of Columbia

01

GOAL #1 - Advance human capital by expanding and enhancing recruitment and retention efforts to support anticipated retirements, unexpected employee turnover, and staffing increases



Proposed Strategies

- Sustain current and explore new opportunities to improve Department's competitiveness with regard to recruitment and retention incentives and initiatives. The current plan includes: 7% pay raise, \$500 residency bonuses for officers living within Columbia city limits, \$500 signing bonuses for newly hired qualified and certified officers, providing more opportunity for participation in the employee home loan program
- Enhance the organization through recruitment and retention of diverse and qualified employees who reflect and adhere to our professional standards

- Develop a diverse staff that is representative of the communities it serves
- Institute an enrichment speakers program for staff
- Continue to improve the Department's marketing strategies
- Provide a structured staff development program to include training and development opportunities that allow staff to pursue career enhancement options with commensurate compensation.



Performance Measures

- Number of new hires – sworn and civilian – to maintain current staffing levels
- Number of new hires to fill new positions
- Percentage of new hires that reflect diversity
- Retain 85% of qualified personnel who are not eligible for retirement
- Reach and maintain 95% staffing levels during FY 16/17
- Attain 100% annual certification compliance for all sworn officers

02

GOAL #2 - Capital projects – Facility improvement



Proposed Strategies

- Acquire and build out needed additional workspace, as well as adequate equipment and evidence storage facilities
- Construct an indoor/outdoor firing range
- Partner with city officials to develop a multi-year capital improvement plan to repair or replace aging facilities, to include police department headquarters
- Work with city officials to develop a plan to resolve critical forensic laboratory capabilities
- Develop a plan to enhance the Department's information technology systems
- Obtain a dedicated, secure garage for seized vehicles and property
- Obtain a dedicated, secure garage for Department's specialized vehicles

- Establish two secure interrogation rooms, each equipped with audio and video recording capabilities
- Expand the Code Enforcement Unit and acquire additional office space
- Expand Department's training center
- Establish and operationalize a real-time crime center
- Complete National Incident/Emergency Management training & credentialing
- Expand video surveillance and in-car camera systems; acquire additional secured storage/monitoring area
- Establish secure area for Forensic Investigations Unit's evidence processing
- Upgrade regional facilities
- Establish community policing complex to serve as community policing training center



Performance Measures

- Increase evidence storage by 50%
 - Complete construction of firing range/simulator
 - Complete Busby Street community policing complex
-

PROFESSIONAL DEVELOPMENT

All Columbia Police Department employees play crucial roles in the accomplishment of our mission. Because they are our most valuable assets, we must prioritize employee training and advancement opportunities to help us remain on the cutting edge and develop the Department's future leaders. We are also committed to fostering a culture of service excellence and will be implementing a variety of strategies to monitor the Department's performance and ensure transparency and accountability.

03

GOAL #3 - Improve the accountability and transparency of the Columbia Police Department



Proposed Strategies

- Provide additional training opportunities for personnel
- Expand the Professional Standards Division in scope and staffing
- Establish a Discipline Review Board to review completed internal investigations of complaints against CPD officers
- Create an Accident Review Board to review motor vehicle accidents involving police department vehicles
- Publish an Annual Internal Affairs Report to provide citizens with an overview of police department internal affairs activities, along with supporting data and information
- Develop an annual CPD report to provide citizens with an overview of police operations
- Establish a process to more effectively track and report information related to officer-involved shootings
- Enhance transparency and public engagement with regard to police operations through annual reports on complaints against officers, officer-involved vehicle crashes and shootings
- Add a civilian to police department 5-7 member Internal Affairs Review Board (IARB)
- Add a civilian minority member to the Department's hiring board

- Equip and Install two (2) interview rooms for the purpose of recording audio and video of all violent crime suspect interviews
- Post calls for service on Department website to show where crime is occurring in virtual real-time
- Continue to update policies and procedures to meet national standards and best practices
- Establish the department as a regional training hub
- Utilize citizen surveys to identify areas of improvement
- Conduct internal audits/inspections
- Complete the Commission on Accreditation for Law Enforcement (CALEA) process to become a nationally accredited law enforcement agency
- Conduct public bi-monthly staff meetings – senior staff officers will discuss strategies to address current crime problems crime related issues and challenges



Performance Measures

- Citizen ratings in customer service surveys
 - Number of audits – corrective measures
 - Compliance with all applicable accreditation standards
 - Publication and dissemination of quarterly and annual reports
 - Number of training courses conducted
 - Number of personnel trained from other agencies and organizations
-

POLICING

The Columbia Police Department remains committed to providing professional police service through problem solving partnerships with the community. Community Policing is central to our organizational goals and will be fully integrated into the culture of our Department.

O4

GOAL #4 - Strengthen community policing through community partnerships, problem solving and organizational changes



Proposed Strategies

COMMUNITY PARTNERSHIPS

- Continue to build relationships with business owners, neighborhood organizations, and other community stakeholders to identify community public safety needs and develop problem solving strategies
- Continue to collaborate and partner with administrative staff and student bodies of institutions of higher education, which include USC, Benedict College, Allen University, Columbia College and Midlands Tech
- Strengthen engagement with Columbia Council of Neighborhoods

PROBLEM SOLVING

- Research and emulate proven best practices in law enforcement
- Prevent and reduce crime by expanding evidence based and data driven strategies (CPTED, directed patrols) to prevent and reduce crime
- Mitigate environmental causes of crime and disorder by utilizing code enforcement initiatives
- Deter crime and enhance public safety perception using saturation patrols and officer presence
- Target specific crimes and offenders in a proactive manner, using region specialized units (PACE, Drug Suppression, Foot Patrol, K-9, Bike Patrol)
- Respond to and patrol a variety of environments (trails, rivers, parks, and downtown) by acquiring the necessary equipment

ORGANIZATIONAL CHANGE

- Make long-term deployments of police officers in city neighborhoods to further facilitate police-community relationships
- Re-align regional boundaries to correspond with City growth
- Create additional patrol zone(s) to provide uniform coverage and increased officer presence in areas of need
- Expand regional command structure to address growth in the entertainment areas (Main Street, Vista, Bull Street, and Five Points)
- Utilize technology to address added demands (cameras, electronic reporting)



Performance Measures

- Number of officers assigned to frontline service delivery roles
- Number of evidence based programs implemented
- Number of code enforcement citations cleared
- Community Surveys

05

GOAL #5 - Identify and address critical public safety issues



Proposed Strategies

- Complete annual comprehensive assessment of threats posed to the City of Columbia with respect to crime and disorder
- Identify hot spots within the city as well as chronic repeat offenders
- Employ focused deterrence strategies
- Disrupt and dismantle drug trafficking organizations (DTO's) and gangs
- Identify groups or organizations associated with guns and violent crimes
- Conduct crime analysis to determine types of offenses that disproportionately impact overall crime rates, such as vandalism, vehicle break-ins, and burglaries
- Improve quality of life through crime reduction strategies

- Increase officer attendance at bond hearings
- Work with South Carolina Departments of Juvenile Justice (DJJ), and Probation, Parole and Pardon Services (DPPPS), to monitor and track offenders living in communities within and around the City



Performance Measures

- Crime statistics
- Drug seizures and forfeitures
- Number of DTOs disrupted or dismantled
- Number of convictions
- Community surveys
- Number of bond hearings attended
- Number of gang members validated
- Number of gang related prosecutions

06

GOAL #6 - Become a leading partner with stakeholders in areas of education, prevention, and diversion



Proposed Strategies

- Hold and participate in public forums to address strategies and alternatives to incarceration
- Develop and publicize videos and public service announcements concerning gang involvement in violent crimes and the criminal penalties, as well as gang awareness and education
- Implement parolee "call-in" initiative to reduce recidivism
- Recognize drug court, homeless court, and other diversion programs as an alternative to incarceration
- Implement the Defending Childhood Initiative (DCI) model

- Provide active shooter response training for law enforcement and community organizations
- Implement at-risk youth engagement initiatives
- Participate in bullying prevention educational and public engagement efforts



Performance Measures

- Number of public forums CPD participates in or conducts
- Reduced number of repeat offenders/offenses
- Number of offenders who participate in diversion programs or other alternatives to incarceration
- Completion and widespread dissemination of public education materials on substance abuse, overdose prevention and treatment
- Number of gang education and awareness programs conducted
- Number of crime prevention seminars conducted
- Number of active shooter trainings conducted

07

GOAL #7 - Improve internal and external communications



Proposed Strategies

- Utilize external communications strategically
 1. Develop proactive media program to ensure fair, transparent and accurate coverage of organization and promote key messages
 2. Engage the public in the organization's development and transformation, through external communications
- Assess and improve internal and inter-governmental communications
 1. Forge and cultivate relationships within the Department and with other City Departments to help ensure that the lines of communication are open and conducive to shared/team-oriented problem-solving
 2. Encourage more efficient work processes when installing or servicing equipment

3. Gain access to more advanced technology applications used by other departments
- Promote within the organization a culture of openness and transparency to improve two –way communication between various units throughout the Department
 1. Develop proactive internal campaigns to communicate issues and messages of importance from the Chief
 2. Create a mechanism to ensure that employees' views and concerns are received, acknowledged and considered
 3. Elicit feedback, ideas and suggestions from officers and staff when considering new or improving existing processes to help maximize efficiency, employee engagement and teamwork



Performance Measures

- Participation in meetings of neighborhood organizations
- Quality and quantity of collaborative partnerships
- Increased staff meetings, feedback and improved morale
- Active communication and engagement, internally and externally

08

GOAL #8 - Promote prudent fiscal operations to provide cost effective police services



Proposed Strategies

- Hold department accountable for performance outcomes
- Promote efficiencies through established processes
- Leverage alternative funding sources where possible
- Maintain fiscal responsibility through budget forecasting and monitoring
- Ensure facilities and equipment are properly maintained and serviced



Performance Measures

- Contributions from partnering law enforcement agencies
 - Employee performance evaluations
 - Facility and equipment inspections
 - Working within approved budget
-



EQUIPMENT AND TECHNOLOGY

The Columbia Police Department will continue to seek out innovative technologies to improve the efficiency and effectiveness of the delivery of police services, increase citizen and officer safety, and better inform our community.

09

GOAL # 9 - Improve the efficiency and effectiveness of our delivery of police services by expanding the use of technology



Proposed Strategies

- Expand surveillance camera network throughout the city (foundation for real-time crime center)
- Purchase and equip body-worn cameras necessary for full implementation of the program
- Purchase a firearms training simulator to improve tactics, decision making, threat recognition and overall improvements to shoot – don't shoot outcomes.
- Develop a plan to enhance the Department's information technology systems
- Develop Department policies concerning new technologies (i.e. surveillance camera networks and officer body-worn cameras)
- Use technology to track crime and manage deployment of personnel to prevent and solve crime

- Expand use of Departmental intranet to improve information sharing and communication among employees
- Increase capacity to prevent and solve crime through use of surveillance camera network
- Complete in-car camera installation throughout patrol fleet (accountability, evidence)
- Explore technology to improve or enhance officer safety
- Expand digital forensics examination capacity within the department
- Upgrade report management system
- Continue to partner with USC Criminal Justice Department in smart policing initiatives
- Maintain in-car camera video and audio recording programs
- Establish state-of-the-art interview facility for the Criminal Investigations Bureau to meet growing demands
- Utilize crime mapping to assist with resource allocation and deployment of personnel
- Implement Early Intervention System (EIS) to monitor officer performance and provide corrective action intervention when needed
- Build out/complete vehicle locator system
- Utilize available data to develop predictive policing strategies
- Expand use of Licensed Plate Readers (LPRs) as an investigative tool
- Expand use of National Integrated Ballistic Information Network (NIBIN), Integrated Ballistic Identification System (IBIS) and eTrace as tools to solve gun related crimes
- Implement regional fleet fueling program



Performance Measures

- Frequency of directed patrols to identified hot spots, based upon analysis of crime mapping data
- Number of digital forensic examinations conducted
- Number of investigations assisted by camera network
- Body camera impact on quantity of complaints
- Number of IBIS, NIBIN and eTrace entries/searches



CONCLUSION

The Columbia Police Department is committed to accomplishing the goals set forth in this Strategic Plan. We now have a clear path towards fulfilling our vision of becoming an exceptional organization that exhibits the innovation, engagement and professionalism necessary to meet current and future challenges and opportunities. The City of Columbia and the Columbia Police Department have bright futures ahead. We look forward to collaborating with the communities we serve to create a safer Columbia.



We Are Columbia





City of Columbia Police Department
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